had been taken in the various Departments concerned on these Cabinet orders. I subsequently found that these enquiries addressed from the Cabinet Office and the reports which had to be made in response, were very helpful in keeping the Departments alert and well up to the mark. Where the Secretary reported failure or delay in carrying out decisions, I sent for the Minister, and where unexpected difficulties had arisen, steps were taken to remove them.

The first Secretary appointed to this responsible and confidential position was Sir Maurice Hankey.

He discharged his very delicate and difficult function with such care, tact, and fairness that I cannot recall any dispute ever arising as to the accuracy of his Minutes or his reports on the action taken.

tfariff *appointment*

I strengthened my own secretariat by adding to my personal staff, Mr. Philip Kerr (now Lord Lothian) and Professor Adams. They were both men of exceptional capacity. Mr. Kerr gave me the assistance of a fine mind in all the work arising out of Imperial and Inter-Allied Conferences. Professor Adams helped over domestic issues like Food Production and Ireland. I found his knowledge and sagacity of great service.

I lost no time in forming the Ministry. We were at war and every hour counted. There were many vital questions overdue for

decision. I
fr^ti n f remem bered the leisurely and even
new Ministry dawdling way in which the first Coalition
had been pieced together and the precious
days wasted in discussion over appointments to
Ministerial posts, whilst important decisions, more
particularly over the Dardanelles attacks, had to